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THE CONFERENCE BOARD, INC.
845 Third Avenue, New York, N.Y. 10022
THE CONFERENCE BOARD OF CANADA*
25 McArthur Road, Ottawa, Ontario, K1L-6R3, Canada
THE CONFERENCE BOARD, INC.
Avenue Louise, 207 Bte 5, B-1050 Brussels, Belgium

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CORPORATE CONTRIBUTIONS is an emerging function. A handful of professional managers worked in this field before, during and immediately following World War II. As contributions budgets rose, and an increasing number of companies launched programs, growing numbers of part-time and full-time personnel were employed.

Overview

This is the first comprehensive, detailed study of the corporate contributions function. A two-part questionnaire was sent to all *Fortune* 1300 companies in 1980 requesting 1979 data, and more than 500 responses were received. Of those who identified their industries, 322 were manufacturing companies and 195 were nonmanufacturers. This is a survey of personnel at company headquarters only; it was not sent to any plant communities.

This report is a professional profile. In order to preserve absolute confidentiality, no company identification of any kind was used, save whether it was in manufacturing or nonmanufacturing. Hence, no comparisions are possible between this study and the *Annual Survey of Corporate Contributions*. A profile of the function will be the subject of a subsequent publication, which will explore contributions mechanisms and budgets, approval levels, governance and staffing, and functional relationships.

From the *Fortune 1300* mailing, 524 professional profiles were filed by 435 companies (companies having more than one professional in the contributions function filed a separate profile for each such person). A cluster of responses converge around the 200-plus figure:

- 216 persons (41 percent) have a specific company foundation or contributions title;
- 213 have budgets of $1.1 million or more;
- 228 spend 51 percent or more of their time on the contributions function;[1]
- 239 either have primary discretionary authority to approve grants (120 cases), or share such responsibility as a supervisor or staff member (119 cases);
- 272 work for corporations whose 1979 consolidated net sales were over $1 billion;
- 170 have responsibility for dues and memberships, as well as contributions;
- 208 participate in supplemental compensation plans (incentive compensation, bonus, stock options, etc.).

These data suggest that there are but a few hundred major corporate contributions *programs* in the United States at this time. A program (as distinct from casual, low-budget, or unplanned giving) would have the earmarks indicated above: a full-time professional in charge (with an appropriate title reflecting that professionalism); a budget of over $1 million; a major level of responsibility for planning and budgeting plus discretionary authority to approve grants; and probable employment in a corporation with net sales over $1 billion.

Profile of Respondents

Most respondents work for the biggest companies in the *Fortune* 1300 list—53 percent (260) are with companies that have net sales of over $1 billion. The largest block—34 percent (165 of the 491 responding to this question)—work for the largest companies—those with net sales over $2.5 billion (see Table 1). The respondents are divided almost two-thirds to one-third between manufacturing and nonmanufacturing companies (this is a somewhat heavier emphasis on nonmanufacturing than the *Fortune* 1300 sample).

The respondents are a well-educated group. Only 85 persons have either just high school educations or two years or less of college; 435 persons have four-year college degrees; more than half have done some graduate work as well, with 183 earning advanced degrees.[2]

Credentials pay: For the 392 persons providing both salary and degree information, the high earners are those

[1]For this study, those spending 51 percent or more of their time are characterized as "full time" in the function; those spending 50 percent or less are characterized as "part time."

[2]Here and in other places in the text, the numbers given are for those who answered the specific question. In the tables, however, where two characteristics are presented, the totals may be smaller.

Table 1: Full-Time and Part-Time Contributions Personnel, by Company Size and Salary

Salary Level ($ thousands)	Company Size by Net Sales: Under $5 Million FT[2]	PT	5-24.9 FT	PT	25-49.9 FT	PT	50-99.9 FT	PT	100-249.9 FT	PT	250-499.9 FT	PT	500-999.9 FT	PT	1 Billion-2.4 FT	PT	2.5 Billion and Over FT	PT	Total[1] FT	PT
Under $15	1	0	1	0	0	0	0	0	0	0	2	0	0	2	1	1	2	0	7	3
16 - 20	1	1	0	1	1	0	2	2	2	3	2	4	2	7	6	6	9	1	25	25
21 - 25	0	0	1	2	1	1	3	0	1	1	9	0	2	3	5	1	16	3	38	11
26 - 30	0	0	0	0	0	0	0	0	1	2	2	3	3	1	9	2	16	2	31	10
31 - 35	0	0	0	1	0	2	0	1	2	4	1	2	1	4	8	4	14	2	26	20
36 - 40	0	0	0	0	0	0	0	0	0	2	2	8	1	2	4	7	13	2	20	21
41 - 50	0	0	0	1	0	1	0	2	1	11	1	6	1	13	6	8	20	5	29	47
51 - 60	0	1	0	1	0	1	0	0	0	8	0	9	0	10	0	6	18	8	18	44
61 - 70	0	1	0	1	0	1	0	0	0	2	0	5	2	12	0	7	6	6	8	35
71 - 80	0	0	0	0	0	0	0	2	2	4	1	4	0	2	0	5	9	4	12	21
81 - 90	0	0	0	0	0	0	0	0	0	1	0	3	0	1	1	2	3	1	4	8
90 and over	0	0	0	1	0	1	0	0	0	3	0	8	0	4	0	6	1	4	1	27
Totals	2	3	2	8	2	7	5	7	9	41	20	52	12	61	40	55	127	38	219	272

[1]In this and other tables comprising the "professional profile," not all respondents answered every question.

[2]FT = Full-Time; PT = Part-Time in all tables where these groups are separated.

with the advanced degrees—MBA's, doctorates and law degrees—(MA's did not fare as well, with nearly half of them earning less than $35,000; see Table 2).

What does it take to go over the $40,000 mark?[3] The MBA's, the doctorates, and the holders of law degrees passed that mark more often than the other groups.

For the group, life indeed begins at 40. More than 70 percent (377) of the 524 respondents were over 40, with the largest group between 51 and 60 years of age (178). Another 146 persons (28 percent) were between 41 and 50 years of age.

Most had worked for their companies ten years or more; about half of the group (224 out of 463) had been with the company more than fifteen years. Not unexpectedly, they were big earners—59 percent of the 16 to 20-year group, 65 percent of those in the 21 to 30-year group, and 70 percent of those with more than 30 years of service were paid over $40,000 (see Table 3).[4]

More males than females are working in contributions (355 to 168), but this is markedly different for those who work *full time* at the function (107 males to 115 females). Only a few members of minority groups worked in contributions in the companies reporting: sixteen blacks; five Hispanics; three Asians; and two American Indians (a few were not identified). Of these, seventeen are working at the executive level (director, manager); ten are staff members (administrators, analysts); and three are vice presidents.

[3]The salary ranges for this survey were divided into 12 groups, and the $40,000 mark is the end point of the sixth range and just about the median.

[4]Only 463 of the 524 respondents provided information for Table 3.

Titles and Time Spent on Responsibilities

Of the 524 respondents, 216 (41 percent) had *specific contributions titles;* either in a direct giving program or in a company foundation. The larger block, 307 persons (59 percent) had *corporate titles,* not contributions titles; and one respondent gave no title (see Table 4). This division bears a close relationship to the amount of time spent on the function.

Generally speaking, those personnel with *contributions titles* worked full time (i.e., more than 51 percent of the time) at the contributions function, while those with corporate titles did not. Two hundred and ninety-five persons spent less than half of their time on contributions. One hundred and fifteen were top management (chief executive officers or vice presidents) who have ultimate responsibility for the function, although it is a minor part of their jobs. They may, or may not, have full-time professionals working for them.

These title-time distinctions are the most important differences found in this study and permeate all the findings. They essentially define the corporate contributions professional manager. They separate top corporate officers (who oversee contributions) from managers who plan and execute programs of some dollar dimensions. They also account for compensation differences; obviously the highest salaries and supplemental compensation plans go to top corporate officers. The distribution of titles is shown in the tabulation below.

RESPONDENTS' TITLES

Contributions Titles (216)

Direct Corporate Giving Program		*Company Foundation*	
Vice president	1	President	10
Executive (director, manager, secretary)	61	Vice president	11
Staff (analysts, administrators, assistants coordinators)	63	Executive	38
		Staff (program officers, analysts, assistants)	32
Total	125		91

Corporate Titles (307)

Chief executive officer	11
Vice president	104
Executive (secretary, treasurer, director, manager)	126
Staff	66
Total	307

In the large majority of cases, the company's contributions program was administered either through a direct-giving program only (240), or through a combination of direct program and company foundation (237). Only in a minority of cases (45) was the program administered solely through a foundation. As might be expected, employment assignments followed these same breaks: 252 persons worked in a direct-giving program only; 189 worked for both direct giving and a foundation; 70 worked just for a foundation.

One hundred and seventy persons had responsibility for dues and memberships as well as contributions. The size of such budgets ranged widely, the smallest being $500 and the largest coming in at $13 million (the median was $125,000). However, for those persons carrying *specific contributions titles only,* the median for dues and memberships budgets was much higher—$500,000—

Table 2: Full-Time and Part-Time Contributions Personnel, by Level of Educational Attainment and Salary

Salary Level	*Educational Attainment*															
	BA		*BS*		*MA*		*MS*		*MBA*		*Doctorate*		*Law*		*Total*	
($ thousands)	*FT*	*PT*	*FT*	*PT*	*FT*	*PT*	*FT*	*PT*	*FT*	*PT*	*FT*	*PT*	*FT*	*PT*	*FT*	*PT*
Under $15	3	1	0	0	0	0	0	0	0	0	0	0	0	0	3	1
16 - 20	10	9	2	0	5	3	0	1	0	0	0	0	0	0	17	13
21 - 25	14	5	2	0	7	0	0	0	0	2	0	0	0	0	23	7
26 - 30	9	4	4	1	4	0	0	0	5	1	2	0	0	1	24	7
31 - 35	10	6	4	2	1	2	0	1	4	1	1	0	0	1	20	15
36 - 40	4	7	3	6	2	3	0	0	4	1	4	0	1	0	18	17
41 - 50	9	14	4	4	3	3	1	0	5	12	1	2	1	7	24	42
51 - 60	5	16	1	4	5	3	0	1	1	7	4	1	2	3	18	37
61 - 70	4	11	1	5	1	4	0	2	0	4	1	1	1	6	8	33
71 - 80	4	11	2	1	1	1	2	0	0	1	1	0	1	3	11	17
81 - 90	1	1	0	2	0	0	0	1	2	1	1	0	0	3	4	8
90 and over	1	11	0	3	0	0	0	0	0	4	0	2	0	4	1	24
Totals	74	100	23	28	29	19	3	6	21	34	15	6	6	28	171	221

Table 3: Full-Time and Part-Time Contributions Personnel, by Years of Employment with Present Company and Salary

Salary Level	*Years of Employment with Present Company*													
	1-5		*6-10*		*11-15*		*16-20*		*21-30*		*Over 30*		*Total*	
($ thousands)	*FT*	*PT*	*FT*	*PT*	*FT*	*PT*	*FT*	*PT*	*FT*	*PT*	*FT*	*PT*	*FT*	*PT*
Under $15	4	0	1	2	0	0	1	0	0	1	0	0	6	3
16 - 20	14	12	2	8	2	2	2	0	1	1	0	1	21	24
21 - 25	8	1	6	4	8	1	3	1	7	1	2	1	34	9
26 - 30	9	1	5	2	2	2	5	1	3	2	3	1	27	9
31 - 35	6	3	4	2	4	4	3	2	4	6	3	4	24	21
36 - 40	3	5	2	4	1	4	2	2	5	7	3	0	16	22
41 - 50	2	4	3	12	3	11	3	8	12	9	4	3	27	47
51 - 60	2	4	2	5	0	14	5	7	8	11	1	3	18	44
61 - 70	1	4	0	3	1	10	0	4	2	11	3	1	7	33
71 - 80	1	2	1	1	0	2	0	2	5	6	5	7	12	20
81 - 90	0	1	0	1	0	0	0	1	2	1	2	4	4	8
90 and over	0	3	0	5	0	3	0	2	1	4	0	9	1	26
Totals	50	40	26	49	21	53	24	30	50	60	26	34	197	266

Table 4: Respondents, Time Spent on Contributions by Title

Title	Time Spent				
	25 Percent or Less	26 to 50 Percent	51 to 75 Percent	76 to 100 Percent	Total
Foundations title	3	5	12	71	91
Contributions title	5	9	19	92	125
Other corporate title	218	55	24	10	307
Totals	226	69	55	173	523[a]

[a]One respondent did not give a title.

another indication of a more sharply focused professional program.

Some 50 respondents had other contributions-related responsibilities such as community-civic affairs (57), support for activities of senior executives (52), and other public affairs duties (50). A smaller number of respondents (less than 20) had other responsibilities such as volunteer programs, educational relations, United Way or Savings Bond drives, and so on. And a scattering of respondents (less than 20) had responsibilities in human resources, the corporate secretary's office, financial, legal, administrative or planning functions.

Characteristics of Respondents

Only 228 persons (of the 524 filling out the profile) spent more than half of their time on the contributions function (55 spent between 51 and 75 percent; the other 173 spent 76 to 100 percent of their time). This is the group dubbed the "full timers," the contributions professionals whose major job concern is the contributions function.

This group is the prime focus of this survey. It is, perhaps, smaller in numbers than many had anticipated. It correlates closely with the number of persons (216) carrying contributions titles (either with foundation and/or direct-giving programs) as contrasted with corporate titles.[5] It is the body of personnel associated with corporate contributions *programs* (planned, budgeted, focused efforts with formulated policies, goals and objectives). The group is about evenly split by sex (107 males to 115 females), although two-thirds of the total survey respondents are male. It is mainly concerned with budgets over $1 million (only 22 percent of the full timers work on budgets lower than that amount).

What are the major characteristics of the "full timers" in the contributions job? First, they work for the biggest corporations. Fifty-eight percent of these professionals are in companies with net sales of $2.5 billion or more; another 18 percent are in companies with sales from $1 to $2.4 billion (only 34 percent of the part timers are with companies having $1 billion or more in annual sales). Only one-third of the full time contributions people make $41,000 or more; 57 of them are with companies with 2.5 billion and more in sales (see Table 1). By contrast, two-thirds (182) of the "part timers" exceed the $41,000 mark (spread fairly evenly among companies with net sales over $100 million).

Second, most (145) of the full timers who provided this information work on both foundation and direct-giving programs. Only 15 persons worked *solely* for company foundations, another 63 worked on direct-giving only. Most "part timers" (168 or 61 percent) worked on *only* direct-giving programs (see Table 5).

Third, the "full-timers" are concerned with larger contributions budgets. About half of them have budgets from $1.1 to $5 million; another quarter have budgets exceeding the $5 and $10 million marks, only 8 percent work on budgets of less than $500,000. For the "part timers," the reverse holds true. Almost all of them (238 or 86 percent) work with budgets of less than $1 million; about two-thirds work on budgets of $500,000 or less. The high salaries of these people reflect their other (noncontributions) responsibilities (see Table 6).

Titles

Of the 216 survey respondents with *contributions* titles, 209 provided salary information (see Table 7). Eighty-eight had foundation titles, 121 had contributions titles for direct-giving programs. Only 10 percent had top management titles (president or vice president—all but one in company foundations), and foundation presidents do *not* always spend full time on contributions matters. They are often top corporate executives who wear this additional hat.

The patterns, as to be expected, are clear. Most of the foundation presidents and vice presidents (including one contributions vice president) are in the top half of the salary scale—all but six earn $41,000 or better. The bulk

[5]Only 22 persons with foundation or contributions titles spent less than half their time on the function. Two hundred and seventy-three persons with corporate titles worked under 50 percent of their time on contributions (only 34 spent more than 50 percent).

Table 5: Full-Time and Part-Time Contributions Personnel, by Foundation and/or Direct-Giving Responsibilities and Salary

Salary Level	Foundation Only		Direct Giving Only		Foundation and Direct Giving		Total	
($ thousands)	FT	PT	FT	PT	FT	PT	FT	PT
Under $15	0	1	2	1	5	1	7	3
16 - 20	3	4	7	14	16	9	26	27
21 - 25	3	1	10	9	28	1	41	11
26 - 30	1	1	6	6	24	3	31	10
31 - 35	2	4	8	8	16	9	26	21
36 - 40	1	1	7	16	12	5	20	22
41 - 50	2	6	9	29	18	12	29	47
51 - 60	0	2	6	26	12	17	18	45
61 - 70	2	3	3	23	3	9	8	35
71 - 80	1	2	4	13	7	6	12	21
81 - 90	0	0	1	6	3	2	4	8
90 and over	0	3	0	17	1	6	1	26
Totals	15	28	63	168	145	80	223	276

of the "full-timers" carrying contributions titles are about evenly divided between executives (directors, managers) and staff members (analysts, administrators). In earnings, 61 percent (58) of the executives and 87 percent of the staff members report salaries under $40,000. Only 15 foundation executives and 22 direct-giving executives make $41,000 or more. Even six persons carrying top foundation titles earn under $40,000.

Staff members (administrators, analysts, coordinators, assistants)—be they in foundation or direct-giving programs—are clustered in the lower salary brackets: 74 percent of them earn under $30,000 (21 with foundations; 48 in direct-giving programs). In fact, 22 people, or 35 percent of the direct-giving staff members, earn under $20,000.

Education

The level of educational attainment for the full-time and part-time personnel is quite comparable. More than half of both groups (57 percent) have bachelors degrees, about one-sixth have masters, a quarter have MBA's, doctorates and law degrees (31 percent for the part timers).

For professionals of comparable—or even identical—educational attainment, the major factor determining higher compensation is whether or not they carry *other noncontributions* responsibilities. For the MBA's and the lawyers, the contributions "full timers" earned less than their counterparts who spend less than 50 percent of their time on the function. Twenty-one MBA's worked at contributions full time (34 were part timers); just over

Table 6: Full-Time and Part-Time Contributions Personnel, by Size of Contributions Budget and Salary

Salary Level	1979 Contributions Budget											
	$500,000 or less		501,000-1 Million		1.1-5 Million		5.1-10 Million		Over 10 Million		Total	
($ thousands)	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Under $15	3	2	1	1	3	0	0	0	0	0	7	3
16 - 20	3	16	10	8	11	2	0	1	2	0	26	27
21 - 25	3	7	4	0	17	2	5	2	2	0	31	11
26 - 30	2	6	2	3	19	1	1	0	7	0	31	10
31 - 35	1	12	7	6	16	2	0	0	2	0	26	20
36 - 40	3	13	2	7	10	2	2	0	3	0	20	22
41 - 50	0	33	4	9	15	6	5	0	5	0	29	48
51 - 60	0	27	0	11	10	5	1	1	7	0	18	44
61 - 70	0	23	1	4	0	7	5	0	2	1	8	35
71 - 80	1	12	0	5	6	3	2	1	3	0	12	21
81 - 90	0	6	0	1	2	1	0	0	2	0	4	8
90 and over	0	19	0	7	0	1	0	0	1	0	1	27
Totals	16	176	31	62	109	32	21	5	36	1	213	276

Table 7: Respondents, by Foundation or Contributions Titles and Salary

Salary Level ($ thousands)	Titles: Top Management — Foundation: Presidents	Top Management — Foundation: Vice Presidents	Top Management — Contributions: Vice President	Executives — Directors, Managers: Foundation	Executives — Directors, Managers: Contributions	Staff — Analysts, Administrators: Foundation	Staff — Analysts, Administrators: Contributions	Total
Under $15	0	0	0	1	0	3	5	9
16 - 20	0	1	0	3	5	3	17	29
21 - 25	0	1	0	5	7	8	17	38
26 - 30	0	1	0	4	7	7	9	28
31 - 35	1	1	0	5	10	2	5	24
36 - 40	0	1	0	4	7	3	2	17
41 - 50	1	2	0	6	8	2	5	24
51 - 60	0	1	0	7	4	3	2	17
61 - 70	2	2	1	0	3	0	0	8
71 - 80	4	1	0	2	4	0	0	11
81 - 90	1	0	0	0	3	0	0	4
90 and over	0	0	0	0	0	0	0	0
Totals	9	11	1	37	58	31	62	209[a]

[a]Although 216 persons carried foundation or contributions titles, only 209 provided salary information.

one-third of the full timers were paid over $40,000; 85 percent of the part timers were paid over that level. Only six lawyers worked at contributions full time as against twenty-eight who were part timers. None of the full timers was paid more than $80,000, whereas a quarter of the part timers earned at that level. Salary distinctions were not quite so marked between full timers and part timers among those with doctorates (although seven full timers earned less than $40,000 and no part timers did so). Most of those with doctorates were working full time at the function (see Table 2).

Age and Service in Company

Most contributions professionals are over age 40. The bulk of the practitioners, be they full-time or part-time, are from 41 to 60 years of age. One finds a sprinkling of older people doing part-time service in the function—there are seven such persons over 65, but there are no "full timers" of that age. In the under-40 age group, one finds more full-time personnel (38 percent in contrast to only 21 percent of the part timers). Not surprisingly, these young "full timers" are heavily clustered in the lowest salary ranges (see Table 8).

Table 8: Full-Time and Part-Time Contributions Personnel, by Age and Salary

Salary Level ($ thousands)	Age of Employee: 21-30 FT	21-30 PT	31-40 FT	31-40 PT	41-50 FT	41-50 PT	51-60 FT	51-60 PT	61-65 FT	61-65 PT	Over 65 FT	Over 65 PT	Total FT	Total PT
Under $15	3	0	0	0	3	2	0	0	1	1	0	0	7	3
16 - 20	10	7	8	9	5	4	2	3	1	4	0	0	26	27
21 - 25	7	1	16	6	7	2	9	2	2	0	0	0	41	11
26 - 30	7	0	10	4	6	3	8	3	0	0	0	0	31	10
31 - 35	3	0	8	4	8	7	6	8	1	2	0	0	26	21
36 - 40	0	0	7	4	5	7	6	7	2	3	0	0	20	21
41 - 50	0	1	2	8	10	20	15	15	2	4	0	0	29	48
51 - 60	0	0	2	6	6	17	9	17	1	2	0	3	18	45
61 - 70	0	0	1	5	1	13	5	14	1	3	0	0	8	35
71 - 80	0	0	0	2	3	2	7	9	2	7	0	1	12	21
81 - 90	0	0	0	0	0	3	4	2	0	2	0	1	4	8
90 and over	0	0	0	1	0	8	1	12	0	4	0	2	1	27
Totals	30	9	54	49	54	88	72	92	13	32	0	7	223	277

Table 9: Respondents, by Corporate Title and Salary

Salary Level ($ thousands)	Corporate CEO	Corporate Vice President	Corporate Executive (Director, Manager)	Corporate Staff	Total
Under $15	0	0	0	1	1
16 - 20	0	0	2	22	24
21 - 25	0	1	5	8	14
26 - 30	0	1	6	6	13
31 - 35	0	4	12	7	23
36 - 40	0	3	17	5	25
41 - 50	0	13	34	6	53
51 - 60	0	18	21	7	46
61 - 70	1	18	14	2	35
71 - 80	0	16	6	0	22
81 - 90	0	8	0	0	8
90 and over	10	15	2	0	27
Totals	11	97	119	64	291

Most respondents have worked for their companies ten years or more (over 60 percent of both full timers and part timers). Years of employment are nearly the same for both groups: over a third have more than 20 years of service. Only at the lowest end of the scale does a difference appear: A quarter of the full timers have been employed less than five years, compared to 15 percent of the part timers (see Table 3).

Compensation

What does the contributions job pay? How does salary relate to title and level of responsibility, percentage of time spent on the function, sex of the professional, educational attainment, age and length of service, and size of the contributions budget? No single area has provoked more inquiries in recent years than that of compensation.

There appear to be three major factors influencing compensation: title and level of responsibility; time spent on the function; and sex of the employee. As logic would dictate, there are close relationships between title and level of responsibility. It must be emphasized again that those respondents receiving the highest salaries (and supplemental compensation) are the chief executive officers and corporate vice presidents (see Table 9). They are essentially being compensated for their *non-contributions* responsibilities, and they spend only a portion of their time on the contributions function. Of all respondents with corporate titles, 71 percent (218) spent less than 25 percent of their time on contributions. Only 34 people with corporate titles spent more than 51 percent of their time on contributions (33 provided salary information). As seen from Table 10, 23 of them earned under $40,000.

Of the 307 persons carrying corporate titles, 291 provided salary information. The 108 chiefs and corporate vice presidents earned amounts commensurate with their positions. Corporate executives (secretaries or treasurers, directors, managers), again, were spread among the salary ranges as were their contributions counterparts, but they earned more money. Sixty-five percent of them exceeded $40,000 (compared with only 41 percent and 38 percent of foundation and direct-giving executives; (see Table 7). Clearly, corporate dollars follow corporate titles.

Even staff members with corporate titles fared slightly better. Only 58 percent were under $31,000 (contrasted with 68 percent with foundation titles and 77 percent in direct giving). But at the bottom, the story was the same: 36 percent of the corporate staff members earned under $20,000 (foundation staff members did somewhat better with only 19 percent in this category).

Table 10: Full-Time Contributions Personnel, by Title and Salary

	Title			
Salary Level ($ thousands)	Foundation	Contributions	Other Corporate	Total
Under $15	2	4	1	7
16 - 20	5	15	6	26
21 - 25	14	23	4	41
26 - 30	12	16	3	31
31 - 35	9	13	4	26
36 - 40	7	8	5	20
41 - 50	11	12	6	29
51 - 60	10	6	2	18
61 - 70	4	4	0	8
71 - 80	6	4	2	12
81 - 90	1	3	0	4
90 and over	0	0	0	0
Totals	81	108	33	222

As previously indicated, level of educational attainment and number of years of employment with the company are virtually the same for those in the part-time and full-time categories. Part timers still do better in earnings because of the preponderance among them of higher level corporate executives with other responsibilities. Compensation differences between the two groups with the same educational background have already been noted. The same relationships are found with respect to years of service. For full timers with over 15 or 20 years of service, only 53 percent and 59 percent, respectively, earn over $40,000—while, in contrast, the figures for part-time contributions personnel are 75 percent and 73 percent (see Table 3).

In terms of age, 62 percent of the full timers were over 40 compared to 79 percent of the part timers. Forty-eight percent of the full timers over 40 were earning over $40,000; 74 percent of the part timers were doing so.

Size of budget, *in itself*, is not a major factor affecting earnings, except for those who work full time on the largest budgets and have overall responsibility for the function. A substantial number of those with budgets under $500,000—and salaries of $50,000 or more—are those top officers in the corporation overseeing the function. A number of those working on budgets of $5 million or better, who are in the lower salary ranges, are the low-level staff members who do not have responsibility for those budgets (see Table 6). *Responsibility* for goal-setting, planning and oversight is the key—not the size of budget or time spent on the job.

Sex

There are marked differences in compensation by the sex of the professional (see Table 11). More than three-quarters of the females (77 percent) earn $30,000 or less a year; nearly three-quarters of the males earn $41,000 a year or more; over half of them earn over $51,000. No female in this study earned over $50,000.

Table 11: Respondents, by Sex and Salary

Salary Level	*Sex*		
($ thousands)	*Male*	*Female*	*Total*
Under $15	1	9	10
16 - 20	6	47	53
21 - 25	10	41	51
26 - 30	12	29	41
31 - 35	31	16	47
36 - 40	32	10	42
41 - 50	66	11	77
51 - 60	63	0	63
61 - 70	43	0	43
71 - 80	33	0	33
81 - 90	12	0	12
90 and over	28	0	28
Totals	337	163	500

Table 12: Respondents, by Sex and Title

Titles	*Sex of Employee*		
	Male	*Female*	*Total*
Corporate officers (CEO's and vice presidents)	111	4	115
Executive	105	21	126
Staff	35	31	66
(Subtotal)	(251)	(56)	(307)
Contributions or foundation officers (presidents, vice presidents)	18	4	22
Executive	57	42	99
Staff	28	66	94
(Subtotal)	(103)	(112)	(215)
Totals	354	168	522

Let us examine two factors that have a major bearing on this finding: job title, which reflects level of responsibility, and amount of time spent on the contributions function. Just over twice as many males as females participated in this survey and provided salary information. There is a heavy concentration of men in the higher level titles (whether they be corporate or contributions titles); the women, on the other hand, are found in the lower levels of both corporate and contributions titles. For those carrying only *corporate titles*, men held 11 chief executive officerships and 100 vice presidencies; females held only 4 vice presidencies (see Table 12). Over 70 percent of the males carried corporate titles (fewer than 30 percent had a specific contributions title with a company foundation or direct-giving program), whereas the reverse was true for the females—two-thirds of them carried contributions titles (again concentrated more heavily at the lower staff levels).

Only some 200 persons carried specific contributions titles, split almost evenly between the sexes. Again, men are most prominently found among the top foundation titles (eighteen presidents and vice presidents compared to four females in those jobs) and are at the upper end among the direct-giving titles as well.

This distribution of job titles is of major significance on two counts: first, as an indication of the level of responsibility; and, second, as an indication of the amount of time devoted to the contributions function. Most of the males with high-level *corporate* titles spend only a small portion of their time supervising the contributions function; it is only one element in their portfolio of responsibilities.

Returning to the amount of time spent on the contributions function (see Table 13): Two-thirds of the men but less than one-third of the women are "part timers" in this function. Of the 230 men who are part time, nearly 60 percent earn over $51,000 (more than 10 percent earn

Table 13: Part-Time and Full-Time Contributions Personnel, by Sex and Salary

Salary Level ($ thousands)	Part-Time		Full-Time		
	Male	Female	Male	Female	Total
Under $15	1	2	0	7	10
16 - 20	5	22	1	25	53
21 - 25	3	8	7	33	51
26 - 30	6	4	6	25	41
31 - 35	16	5	15	11	47
36 - 40	18	4	14	6	42
41 - 50	45	3	21	8	77
51 - 60	45	0	18	0	63
61 - 70	35	0	8	0	43
71 - 80	21	0	12	0	33
81 - 90	8	0	4	0	12
90 and over	27	0	1	0	28
Totals	230	48	107	115	500

over $90,000). Female part timers are in the opposite situation—half of them earn under $20,000. Clearly, women are not high-level executives carrying this function as one arrow in their quiver.

For the full timers, 60 percent of the men earn $50,000 or less; all of the females do so. More than half of the women (57 percent) earn $25,000 or less. Here are found the foundation and contributions staff members: the administrative assistants, executive assistants, analysts, and so forth.

Although job title, level of responsibility, and time spent on the contributions function are the major factors in explaining higher male compensation, there are other determinants as well. For the full timers, men work with larger contributions budgets than women (35 percent of the males but only 18 percent of the females have budgets over $5 million. Men have a higher level of educational attainment.[6] The men are older (three-quarters are over 40 as against half of the females).

Men have been employed by their present companies longer (55 percent have over 20 years), while half of the women have been there less than ten years. And men have more years of total work experience (with present and previous employers) than women, who are newer entrants into the labor force. The men have also come into their contributions positions from higher level background jobs (85 percent came from staff and management positions as against 64 percent of the women). Twenty-seven women came from secretarial or clerical jobs; only one man had that background.

[6]

	Males	Females
MBA's	18	3
Doctorates	10	5
Lawyers	7	0

Supplemental Compensation

Two hundred and eight survey respondents stated that they participated in supplemental compensation plans (other than retirement and/or incentive savings plans).[7] They received incentive compensation, bonuses, stock options, and other pay. Only 18 foundation executives received supplemental income (for a median of $5,250 and a high of $45,000). Twenty-two direct-contributions executives received such compensation, with a median of $4,975 and a maximum of $24,000. One hundred and one corporate executives received such pay (for a median of $9,953 and a high of $200,000). Only 129 people provided information on both time spent on the job and amount of supplemental compensation; as expected, 82 spent less than half their time on contributions (again, the top corporate executives).

Career Path

Contributions is still very much an emerging function. In two-thirds of the cases (350), someone else held the position before the incumbent; in the remaining third, *there was no predecessor*—it was a newly created job.

What happened to the predecessors? Three hundred and thirty-seven respondents supplied data on this point (see Table 14). About 40 percent of the predecessors retired; the second largest block (18 percent) made a lateral move within the company; and 15 percent received promotions. The remainder left the company. In about equal proportions, they left (1) because of health reasons or involuntary termination; or (2) to go to another company.

[7]Only 141 respondents provided detailed information and titles.

Table 14: Predecessors' Reasons for Leaving, by Title and Sex of Incumbent

Predecessors' Reasons for Leaving	Incumbent's Title				Sex of Incumbent		
	Corporate	Contributions	Foundation	Total	Male	Female	Total
Retired	101	19	23	143	123	20	143
Lateral move within company	26	25	10	61	42	19	61
Promotion	27	14	11	52	30	22	52
Left company (health or involuntary termination)	22	8	9	39	21	18	39
Went to another company	25	8	5	38	24	14	38
No reason given	4	0	0	4	3	1	4
Totals	205	74	58	337	243	94	337

More men (about half) moved into the slots of retirees than into jobs vacated for other reasons. Women filled all vacated jobs in about equal numbers.

A breakdown by the current titles of incumbents shows that a higher percentage of those with corporate titles moved into retirees' slots (49 percent) than those with contributions or foundation titles (26 percent and 40 percent, respectively). The opposite pattern prevails for lateral moves and promotions. Only 13 percent of those with corporate titles replaced predecessors who had made such moves within the company. A third of those with contributions titles replaced personnel who had made lateral moves, and 19 percent replaced those who had been promoted. For those with foundation titles, the figures were 17 and 19 percent, respectively.

Where did the incumbents come from? What were their career backgrounds? Two major points emerge. First, only a handful of incumbents come from outside the business world (government, academe, or nonprofit organizations). Second, there are significant differences in the background of those with corporate titles and those with contributions or foundations titles.

The overwhelming number of persons working in contributions have business backgrounds (see Table 15). For the 421 persons who gave information on their position, 396 had previous business experience, while only 25 (6 percent) came from outside the corporate world: five from government, eleven from academe, and nine from nonprofit organizations (most of them now carry contributions titles). The widely held view that promotion comes from within is amply substantiated by the evidence.

For the incumbent group, 177 hold contributions or foundation titles, 244 hold corporate titles. There are background differences between these two groups. Of the contributions personnel, 41 percent came from staff classifications (associates, coordinators, etc.), and another third came from management (directors, managers, secretary or treasurer). Only 3 percent held

Table 15: Previous Positions Held, by Title

Previous Position	Present Title		
	Corporate	Contributions or Foundation	Total
Secretary or clerical	17	26	43
Staff (assistants, coordinators)	47	72	119
Management (directors, managers)	111	58	169
Vice president or president	59	6	65
Government	1	4	5
Academic or consultant	3	8	11
Nonprofit organization	6	3	9
Totals	244	177	421

vice presidential titles; none had held the title of president.

The corporate part timers have higher level backgrounds. Only 19 percent came from staff classifications, while 45 percent came from management. Furthermore, over 20 percent had been vice presidents, and six had been presidents.

A small number of persons (43) have moved from the secretarial or clerical category into contributions jobs, primarily at the lowest staff levels. Most are now working on either contributions or foundation staffs: 17 are working on corporate staffs.

To the extent that an increasing number of women are entering the field (which seems indicated by the high number of full-time female practitioners in comparison with males, and the large numbers of women with fewer years of company service), this could be an unfavorable portent for the profession. There is a phenomenon known as "job turning" in which a field becomes

predominantly female: "Job turning" is characterized by the three "LP's"—lower pay, lower power, and lower prestige.

On the positive side, the increase in the number of women in contributions could constitute an opportunity. Some of them may climb to the top of the contributions profession, and others may be able to carve a path into the mainstream corporate structure if they have the requisite management capability, education, training, direction and drive.

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Prospects for 1982

by E. Patrick McGuire
Executive Director
Business/Government Research Program
and
Nathan Weber
Research Associate

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